

NORTH WEST LEICESTERSHIRE DISTRICT COUNCIL

CABINET – 18 NOVEMBER 2014

Report Title	2014/15 QUARTER 2 PERFORMANCE MANAGEMENT REPORT
Key Decision	a) Financial No b) Community No
Contacts	Councillor Richard Blunt 01530 564510 richard.blunt@nwleicestershire.gov.uk Chief Executive 01530 454500 christine.fisher@nwleicestershire.gov.uk Director of Services 01530 454555 steve.bambrick@nwleicestershire.gov.uk
Purpose of report	The report provides members of the Cabinet with information on the performance and progress made against the Council Delivery Plan actions and performance indicators for quarter 2 (Q2) (July - September). Also included is progress on how the Council is managing it's corporate risks.
Reason for Decision	The report is provided for members to effectively monitor the organisation's performance.
Council Priorities	The report addresses performance against each of the Council's four priorities for 2014/15
Implications	
Financial/Staff	The report contains summary performance data on staff management & financial information.
Link to relevant CAT	The report links to the work of all Corporate Action Teams.
Risk Management	Risk management is applicable to all areas of the Council's statutory duties and service provision. Any relevant risks relating to actions set out in the Council Delivery Plan are managed through the Corporate Risk Register.
Human Rights	No direct implications.
Equalities Impact Screening	No direct implications.

Transformational Government	No direct implications
Comments of Head of Paid Service	The report is satisfactory
Comments of Section 151 Officer	The report is satisfactory
Comments of Monitoring Officer	The report is satisfactory
Consultees	Corporate Leadership Team
Background papers	Council Delivery Plan 2014/15 - http://www.nwleics.gov.uk/pages/council_delivery_plan_2014_15
Recommendations	THAT CABINET RECEIVES AND COMMENTS ON THE QUARTER 2 PERFORMANCE REPORT (JULY – SEPTEMBER 2014).

PERFORMANCE SUMMARY FOR QUARTER 2

1 Introduction

This report sets out the performance of the Council's key frontline services, progress against Council Delivery Plan priority actions, performance indicators, finance and sickness absence management.

2 Performance summary of key frontline services

The Council's key frontline services are linked to the Council's four priorities

Front line Service	Value for Money	Business & Jobs	Homes & Communities	Green Footprints Challenge
Leisure	✓		✓	✓
Housing	✓	✓	✓	✓
Revenues and Benefits	✓			
Refuse and Recycling	✓	✓	✓	✓
Development Control	✓	✓	✓	✓
Environmental Health	✓	✓	✓	

The detailed evidence and statistics of the Council's performance for Q2 is included in Appendix 1

2.1 Leisure Centres

The industry quality standard Quest assessment was undertaken at Hood Park Leisure Centre and the facility was assessed as 'good' overall, with all specific categories being ranked as either 'good' or 'excellent'. The assessor identified the following specific strengths - 'I was impressed with the overall attitude of the management and staff 'For a Local Authority, I found it to be a breath of fresh air with the impact the team were trying to make on a commercial and sales point of view whilst trying to meet social objectives', 'the level of cleanliness throughout the centre was of a very good standard.

A soft launch of the new NWL Swim Academy took place in July with the scheme being fully rolled out on 27 September. The new scheme now allows children to be transferred when their ability allows rather than having to wait until the end of the course. Parents can view their childrens progression through an online web portal and the affordability has been improved through the introduction of monthly direct debit payments.

2.2 Housing Services

The new Director of Housing joined the Council on 29 September 2014, and will have responsibility for leading a number of strategically important housing projects, including the development of our approach to new build Council housing.

In addition, the appointment of an Interim Decent Homes Team Manager to oversee the delivery of the Decent Homes programme has introduced additional capacity at a critical time, as we seek to maximise the number of properties where improvement work is completed, so the Council can maximise its claims for Decent Homes backlog grant funding.

Work to reduce the number of vacant Council properties is already delivering successes. There has been an overall reduction in the number vacant. However, the number of new properties becoming void continues to be at a higher level than in previous years, which to some extent masks the underlying improvements made in performance. The overall number of vacant properties has reduced from 272 at the end of Q1, to 257 at the end of Q2 (includes all voids). A further more significant reduction in the number vacant is projected by the end of Q3 as a result of additional resources brought in to support the In-house Repairs Team when completing the required work. Normal void levels are anticipated to be achieved again by the end of Q4 and then subsequently sustained. An action plan has been developed by the Void Performance Working Group which includes both short term actions to ensure properties are returned to letting as soon as possible, as well as medium to longer term actions to review business processes and roles and responsibilities to ensure the Council are operating as efficiently as possible.

Preparations for the introduction of Mobile Working through tablet devices by the in-house Repairs Team have also been finalised in Q2. This will enable a much more flexible and efficient allocation of repair works to the team and a simplified reporting and appointment making process for customers.

2.3 Revenues & Benefits

The recently appointed Head of Partnership is establishing an overarching Programme Plan and individual Project Plans to progress the recommendations resulting from the external review of the Revenues and Benefits service, as well as other planned and unplanned projects, which will be used by the Partnership Management Board to ensure delivery.

The “Connect” project is underway which will make services available on the web for Revenues and Benefits customers to “self service”. Some remaining IT issues need to be resolved at each Council in order to further progress this. Each Council has a different website so this needs to be tailored to each one

2.4 Refuse & Recycling

To establish how satisfied the residents of the district are with the waste collection and street cleansing service, 4000 surveys were sent out to residents within the district with 1,061 surveys returned to date which is a statistically significant 27% response rate. Results will be evaluated and reported on in Quarter 3.

To increase the reliability and efficiency of our refuse and recycling collections, a Vehicle reporting system has been implemented which reports on round finish times, idling times, mileage, and fuel consumption. Back office testing of the waste management software and the progress with interfacing with the Council’s Customer Relations Management (CRM) system 80% complete. Testing of in-cab applications also continues.

The income generated from recycling is forecast to be £90,000 above budget because sales prices for materials have been secured higher than forecast.

2.5 Development Control

Customer satisfaction rates in Planning continues to remain high with 91% of those responding indicating they were satisfied with the service they received. Performance in determining major applications is well above target and whilst the performance for minor and other applications is below target, it is an improvement when compared to the same period of 2013/14.

Fee income to the end of September 2014 was £823,856, this is an increase of £375,000 when compared to the same period of 2013. The increase in income is largely attributed to an increase in the number of major applications. Some of this additional income is to be re-invested in additional resource within the Development Management team.

The additional resource will improve resilience within the department, specifically with respect to its ability to meet targets for determining ‘minor’ and ‘other’ planning applications. These have slipped from Q1 performance, and the forthcoming appointment of additional staff is intended to directly tackle that problem

2.6 Environmental Health

Environmental Health and Street Action teams advised, guided and supported event organisers and residents in the planning for the Strawberry Fields Music Festival. A residents forum which was set up in Sep 2013 and is chaired by Councillor Alison Smith met in quarters 1 and 2 to ensure that there was minimal impact on residents. Key officers attended the event safety advisory group advising event organizers on issues regarding public safety and prevention of public nuisance. The residents forums held were extremely positive.

Noise from the event was monitored using 2 fixed monitoring devices in addition to an officer monitoring in person at key times. Following the event, 10 noise complaints were received. Each of the noise complaints received were investigated by analysing the data collated. All residents that made a complaint have received a letter detailing the outcome of the investigations. Residents felt that the Council had supported them and had listened to their views.

A programme of interventions at food establishments has been devised in accordance with the food law code of practice. The inspection and advice programmes have commenced and a small backlog of inspections exists as a result of a vacant inspector post. A temporary inspector has been appointed to eliminate the backlog of inspections. The aim of the inspection programme is to further improve the hygiene and safety standards at food businesses in the district. At the end of Q2, 671 food businesses were rated 3 or higher (satisfactory) using the national food hygiene rating scheme. We are on track to hit the March target of 670.

3 Council Delivery Plan

Appendix 2 sets out a high level exception report for the remainder of the Council Delivery Plan and further information on key front line services. This provides commentary against actions and performance indicators that were not on target during Q2.

3.1 Business & Jobs Priority

External improvement works have been completed which have helped to improve the physical appearance of Coalville Market and lead to increased footfall into the market.

Traders numbers are increasing monthly (24 in May to 31 in September) with Fridays being the busiest day. Weekly market income has also increased by over £200 during Q2 and is projected to increase further during Q3 due to further increases in traders.

The internal improvements are now being costed and discussed within the monthly traders meetings with a view to commencing lighting, flooring, signage and redecoration works in Q4.

A marketing and promotions plan has been developed with the focus in Q3 on initiating a Farmers Market (3rd Friday of the month), running themed promotions around Halloween and Bonfire Night and a focus on the Christmas Lights Switch On Event (22 November). There has also been a significant increase in the use of Twitter and Facebook for awareness and promotion of the market and it's programmed events to attract new customers

3.2 Progress against remaining CDP priorities.

Following the launch of the re-designed website in June, the number of customers using the website to report incidents such as dog fouling and request services such as replacement recycling containers has steadily increased. In October, an average of 9 customers per day filled in forms on the website as an alternative to calling customer services. Collecting usage data will allow future website development to focus on those services most likely to be of benefit to customers as well as assist in planning resource levels within customer services.

A new feature was developed and tested for the website in September to allow customers to create an account and log in, removing the need to enter name and address details when requesting services online. This feature will be used for voting for the £20,000 for 7 community funding programme initially, providing a robust mechanism for ensuring voting is fair as well as creating a list of customers who have requested to be kept up to date on website development.

The Planning for the Future programme has delivered savings totalling £40,550 in Quarter 2 through reviews of the provision of public toilets in Ashby de la Zouch and Coalville and changes to the Stronger & Safer Community team.

4 Financial management update

At the end of the second quarter it is projected that there will be a significant underspending for the year on the General Fund. Projecting the year end position has become more challenging since the introduction of locally retained business rates from April 2013 which has introduced a new level of volatility in the Council's income sources. Local income from Planning and Recycling is currently projected to be significantly above target and combined with continued savings on Employees indicates that an underspending of around £800,000 can be expected at the year end, notwithstanding any unforeseeable changes in Business rates income.

The Housing Revenue Account continues to show lower projected rental income of around £300,000 primarily because of void levels above those assumed in the budget. Additional resources have been deployed to address this which may reduce at least part of this loss of income by the year end.

Spending on the General Fund Capital Programme is currently forecast to be on target. An underspending of £1.4m is forecast on the HRA Capital Programme. This is largely a result of a revision to the timing of the insulation programme which will not commence until April 2016 and a reduction in the Decent Homes Improvement Programme expenditure as a result of the anticipated level of refusals.

5 Sickness absence management update

The actual cumulative outturn for Quarter 2 is 3.67 days, below the target of 3.70 days. This is slightly behind the performance for Quarter 2 by 0.16 days when compared to the same period of 2013/14.

The corporate target for 2014/15 is 7.4 days per full-time equivalent employee. This equates to 1.85 days per quarter, and cumulatively 3.70 days to the end of Quarter 2.

The proportion of days attributed to long-term absence is higher this year at 67%, compared to 65% in 2013/14 and 57% in 2012/13. The HR team are working with managers to ensure all cases of long term absence are managed pro-actively to minimise time lost and to assist employees to return to work.

6 Supporting evidence and statistics - Appendix 1

Appendix 1 sets out the following items:

- Progress against Council key front line services
- Progress against Business & Jobs priority
- Progress against remaining priorities
- Finance
- Management of Absence

Status definitions used in Appendix 1



Performance on track (milestones) or performance on or above target (PI's)



Performance under control (milestones)



Performance failing (milestones) or performance below target (PIs)

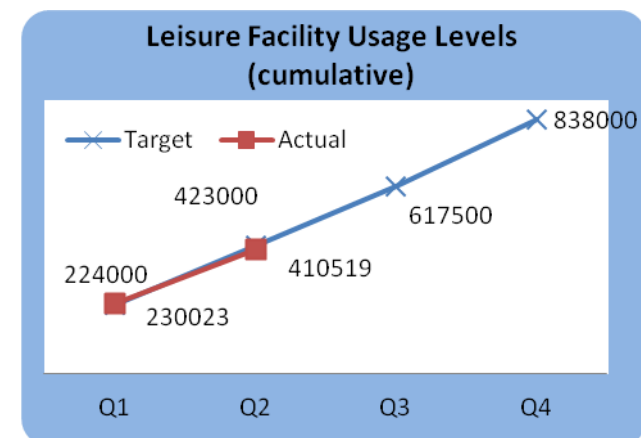
2 PERFORMANCE DASHBOARD – LEISURE CENTRES

Progress against milestones			Progress against Performance Indicators											
3	😊	Green	0	😐	Amber	0	😞	Red	2	😊	Green	0	😞	Red

Budgeted Cost to provide service	£749,610	Total FTE's	89.25	Complaints received	14
Forecasted cost to provide service	£809,657	Total days lost to sickness	111.44 (212.85)*	Compliments received	19

* days lost cumulatively 2014/15

- The Quest assessment was undertaken at Hood Park Leisure Centre and the facility was assessed as 'good' overall, with all specific categories being ranked as either 'good' or 'excellent'.
- A soft launch of the new NWL Swim Academy took place from July with the scheme being fully rolled out on 27 September. As part of the launch all teachers have been trained in the new programme and 1,800 children have transferred over and changed from quarterly to monthly direct debit payments, including a reduction in the number of manual payers from 138 to 16.
- Product suppliers and customers from both Hermitage and Hood Park leisure centres have been engaged and consulted with, in order to identify ways in which the ' vending offer ' at the centres can be improved in terms of both its appeal to customers and the level of income generated. As a result of this new hot beverage vending machines have been installed at each site and a number of lines within vending machines have been altered, with low cost options included. In addition to this recommendations to reduce the cost of a number of drinks and snack lines are currently being considered as part of the annual fees and charges review.
- 3G pitch at Hermitage Recreation Ground is on track for completion on time and on budget with usage to fully commence in Quarter 3.



Performance Indicators	Q2 Target	Q2 Actual	Status
Leisure Centre Membership income	£220,500	£231,426	😊
Leisure Facility Usage Levels (cumulative)	423,000	440,519	😊

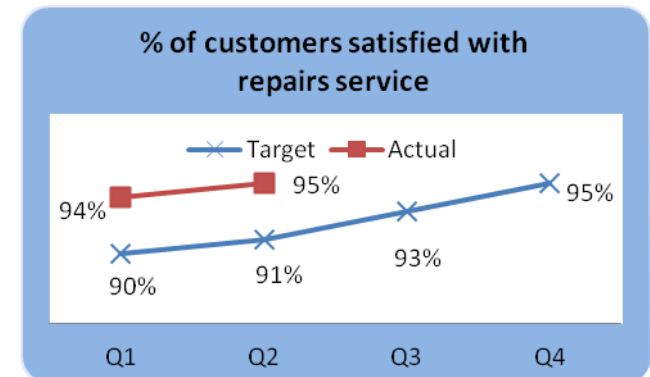
2 PERFORMANCE DASHBOARD – HOUSING

Progress against milestones			Progress against Performance Indicators		
5  Green	2  Amber	0  Red	4  Green	2  Red	





Budgeted Cost to provide service	£746,000	Total FTE's	100.09	Complaints received	59
Forecasted cost to provide service	£1,041,000	Total days lost to sickness	155.4 (446.90)*	Compliments received	14

* days lost cumulatively 2014/15

- The soft launch of the HomeGuide system- a web-based self service housing advice facility that is available 24/7 - went live late August. Housing advisors are promoting and assisting customers in accessing the system to assess accuracy and relevance and feed back details of any identified inaccuracies/gaps ahead of publicised launch Oct/Nov 2014.
- Funding confirmed for 263 homes across 12 schemes in NWL including redevelopment of the Pick and Shovel public house. Overall scheme costs amount to £26.7m which includes Homes and Community Agency funding of £3.7m. The number of affordable homes delivered across the district to the end of Quarter 2 is 79.




- Performance for total arrears for current tenants at the end of September exceeded the monthly target by £121,960. This has been achieved by the continued prioritisation of rent arrears collection within the Housing Management Team.

Performance Indicators	Q2 Target	Q2 Actual	Status
% rent arrears of current tenants	3.09%	2.43%	
Total arrears for current tenants £	£529,997	£408,037	
% tenants satisfied with the allocation and lettings process – See Appendix 2	88%	84%	
Average re-let times (days) – See appendix 2	36 days	62 days	

Performance Indicators	Q2 Target	Q2 Actual	Status
Percentage of customers satisfied with adaptations	N/A	N/A	N/A
Percentage of customers satisfied with responsive repairs	91%	94%	😊
Percentage of customers satisfied with DHIP programme	97%	100%	😊
Percentage of Homeguide users who find the service easy to use	N/A	N/A	NA
Number of affordable homes delivered (Quarterly – Cumulative target 110) – Monitored at year end	N/A	N/A	NA

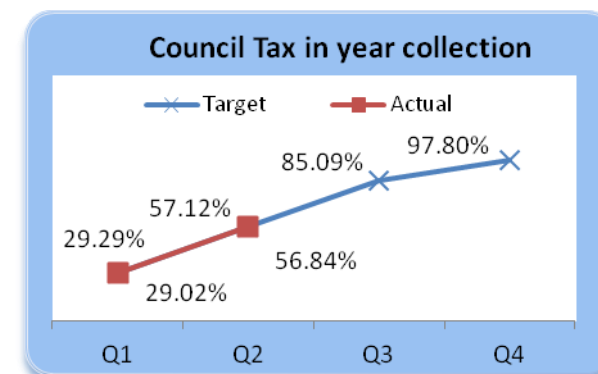
2 PERFORMANCE DASHBOARD – REVENUES & BENEFITS







Progress against milestones			Progress against Performance Indicators		
1  Green	2  Amber	0  Red	5  Green	1  Red	

Budgeted Cost to provide service	£337,720	Total FTE's	27.89	Complaints received	7
Forecasted cost to provide service	£257,310	Total days lost to sickness	49.1 (149.08)*	Compliments received	2

* days lost cumulatively 2014/15

- All three benefits performance indicators continue to exceed targets for the second quarter running.
- The performance for the proportion of Council Tax collected is slightly behind target. The reduction in collection is due to a number of factors including changes to the Local Council Tax Support scheme, delays in sending cases to the bailiffs due to additional checking and allowing for responses to correspondence which is now required following the introduction of new bailiff rules.



Performance Indicators	Q2 Target	Q2 Actual	Status
Benefits Right Time Performance Indicator	11 days	10 days	
Benefits New Claims	19 days	17 days	
Benefits Change Events	9 days	8 days	
Council Tax in year collection rate – See Appendix 2	57.12%	56.84%	
Non-domestic rates in year collection rate	57.70%	57.70%	
HB overpayments recovered	24%	24.8%	

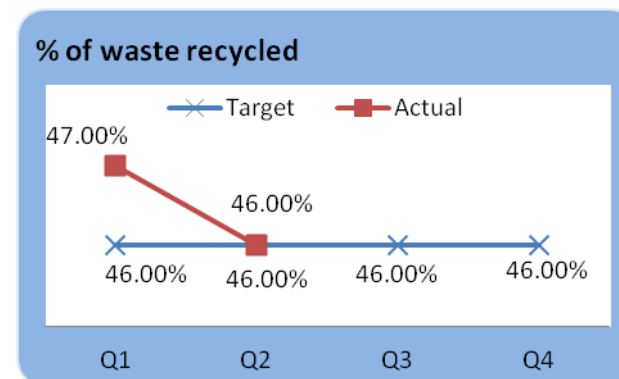
2 PERFORMANCE DASHBOARD – REFUSE & RECYCLING

Progress against milestones			Progress against Performance Indicators		
3 😊 Green	0 😐 Amber	0 ☹️ Red	2 😊 Green	0 ☹️ Red	

Budgeted Cost to provide service	£1,635,990	Total FTE's	74.26	Complaints received	0
Forecasted cost to provide service	£1,501,823	Total days lost to sickness	309.23 (599.73)*	Compliments received	18

* days lost cumulatively 2014/15

- As part of the action to Procure and plan installation of under cover bay for housing material separating technology, successful planning permission was obtained and planning consents satisfied. Procurement of undercover storage bays is underway and tender documents have been scored and are still in the evaluation process. Contracts for the sorting technology scheduled to be awarded in Quarter 3 and onsite works to commence in Quarter 4.
- To increase the reliability and efficiency of our refuse and recycling collections, a vehicle reporting system has been implemented which will report on:
 - round finish times
 - idling times
 - mileage
 - fuel consumption.








Back office testing of the software software and linking with the Council's Customer Relationship Management (CRM) system is now 80% complete. Testing of in-cab application also continues with full roll out planned for Quarter 3.

- 27% response rates for the waste collection and street cleansing service satisfaction survey (to date). Results to be analysed and reported in Quarter 3.

Performance Indicators	Q2 Target	Q2 Actual	Status
Income from sale of recyclables (cumulative)	Not available till Q4	Not available till Q4	N/A
% of waste recycled	46%	46.1%	😊
Kgs of waste sent to landfill	518 kg	517.6 kg	😊





2 PERFORMANCE DASHBOARD - DEVELOPMENT CONTROL

Progress against milestones			Progress against Performance Indicators		
0  Green	3  Amber	 Red	2  Green	2  Red	

Budgeted Cost to provide service	£56,640	Total FTE's	11.2	Complaints received	11
Forecasted cost to provide service	£-353,170	Total days lost to sickness	3 (9.60)*	Compliments received	3

* Days lost cumulatively 2015/15

- Fee income to the end of September 2014 was £823,856.
- Satisfaction with the Performance Service remain above target and is consistent with the performance achieved in the same period of 2013/14.
- Due to continuing resource issues, no contact with Parish/Town Council clerks has been made to discuss engagement with them on planning applications and to assess required planning training needs for Parish and Town Councils. It is anticipated that training will be arranged for Quarter 4.
- Parish Council are currently trialling e-consultation with the Planning and Development Team and feedback questionnaire to be sent to Parish Chairpersons and Clerks with deadline of end November so that feedback can be discussed at next Parish Liaison meeting at the beginning of December.

Performance Indicators	Q2 Target	Q2 Actual	Status
Percentage of customers very satisfied or satisfied with the Planning Service	90%	91.2%	
Percentage of major planning applications processed within period agreed with applicant	60%	86%	
Percentage of planning applications determined within 8 weeks for minor applications – See Appendix 2	65%	61.42%	
Percentage of planning applications determined within 8 weeks for other applications – See Appendix 2	80%	71.53%	
Satisfaction with service based on agents and town and parish councils (Establish baseline)	NA	NA	NA

The percentage of minor and other planning applications determined within target dipped from Q1 performance, but additional staff is being recruited to address this problem.

2 PERFORMANCE DASHBOARD - ENVIRONMENTAL HEALTH

Progress against milestones			Progress against Performance Indicators		
5  Green	0  Amber	0  Red	0  Green	0  Red	

Budgeted Cost to provide service	£354,950	Total FTE's	15.293	Complaints received	1
Forecasted cost to provide service	£300,000	Total days lost to sickness	4 (5.50)*	Compliments received	3

* days lost cumulatively 2014/15

- A programme of interventions at food establishments has been devised in accordance with the food law code of practice. The inspection and advice programmes have commenced. A small backlog of inspections exists as a result of a vacant inspector post. A temporary inspector has been appointed to eliminate the backlog of inspections.
- All food establishments that fall within the scope of the rating scheme have received a rating following their food hygiene inspection. The results of the rating have been uploaded to the national ratings website every 14 days.
- A press release publicising the rating scheme has been released and includes the highest rated businesses.
- As a result of a relatively high number of residents reporting noise disturbance from the event in 2012, the council set up a residents forum in 2013. The council has continued to chair the forum through Councillor Alison Smith. In addition key officers are invited to respond to questions and concerns raised by residents. The forum has met in May, June and July ahead of the event in August.

Key officers have attended the event safety advisory group and have advised the event organiser on issues regarding public safety and prevention of public nuisance. Each of the 3 resident forums have been extremely positive. A total of 12 noise complaints were received. Officers attended a resident de-brief meeting in September, which was positive. Officers will attend a multi-agency de-brief with other key agencies in October.

No applicable performance indicators for Q2 (reported annually)

3 COUNCIL DELIVERY PLAN - BUSINESS & JOBS PRIORITY

Progress against milestones			Progress against Performance Indicators		
3  Green	0  Amber	0  Red	0  Green	0  Red	

- As part of the works to make Coalville Market more attractive to traders and customers which will lead to greater use of the market, following works were carried out during the quarter:
 - External improvement works completed.
 - Marketing and promotion plan drafted and being implemented, these include Half term activities, Halloween and Bonfire night Promotions.
 - New market leaflet aimed at the public is in progress.
- There has also been an increase in Twitter followers during the quarter.

No applicable performance indicators for Q2 (reported annually)

4 PROGRESS AGAINST REMAINING CDP PRIORITIES

Progress against milestones			Progress against Performance Indicators		
4  Green	1  Amber	0  Red	0  Green	0  Red	

- Following the launch of the re-designed website in June, the number of customers using the website to report incidents such as dog fouling and request services such as replacement recycling containers has steadily increased. In October, an average of 9 customers per day filled in forms on the website as an alternative to calling customer services.
- A new feature was developed and tested for the website in September to allow customers to create an account and log in, removing the need to enter name and address details when requesting services online. This feature will be used for voting for the £20,000 for 7 community funding programme initially.
- The Planning for the Future project has seen successful delivery of 2 projects in Quarter 2, delivering a combined total of £40,550. This means that the grand total of savings achieved as a result of Planning for the Future projects to date is £445,350.

No applicable performance indicators for Q2

5 FINANCE UPDATE

This section sets out the projected financial position of the Council for the year ending 31 March 2015. The Council set its Revenue Budget at £10.546m on 25 February 2014.

General Fund – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	10,546	9,733	(813)

Special Expenses – Summary of Net Expenditure	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
AMOUNT TO BE MET FROM GOVERNMENT GRANT AND COUNCIL TAX (Budget Requirement).	686	670	(16)

HRA SUMMARY	ORIGINAL BUDGET NET £ 000	FORECAST OUTTURN NET £ 000	FORECAST VARIANCE NET £ 000
Net cost of service (Total rent income less total expenditure)	746	1,041	296

Capital Expenditure	General Fund £ 000	Special Expenses £	HRA £ 000	Total
Approved/ *Revised Budget for the Year	2,294	202	*19,394	18,823
C/F from 2013/14	322	13	0	335
Approved projects in year	117	0	0	0
Slippage Identified in Year	0	0	0	0
Total budget for 2014/15	2,733	215	19,394	22,342
Likely outturn for 2014/15 (provisional)	2,647	215	17,984	20,846

Comments on General Fund Variances

- Planning Income and Recycling income is forecast to be £568k and £90k respectively above budget.
- There are additional employee costs in Planning of £75k because of increased demand /workload; this increase in cost will be funded by part of the additional Planning income.
- Investment Income is forecast to be £49k over budget mainly due longer term investments yielding higher interest than forecasted.
- Leisure Centres Income from Learn to Swim direct debit collection.is forecast to be £83k under budget. This is due to a technical adjustment following a movement from quarterly to monthly direct debits.
- Salary underspends of around £150k are forecast across both directorates.

Comments on Special Expenses Variances

- Burial Income is forecast to be around £15k above budget.

Comments on HRA Variances

- Reduced Forecast on Rent Income £297k (£189k on voids, £103k out of debit and £5k other).
- Salary forecast outturn anticipated to be £18k underspend. This is largely a result of the creation of the Director of Housing fixed term role for which there was no approved budget (£50k). This is offset by salary savings of (£68k) due to vacant posts in older persons service which will not be recruited to.

Comments on Capital Programme

- Revised forecast outturn on the HRA Capital Programme of £1.4m largely a result of a revision to the insulation programme intended to be used to fund Energy Company Obligation (ECO) insulation works prior to funding receipt to 2015/16 and a revision in the Decent Homes Improvement Programme following a revision to property completion targets after taking account of the anticipated level of refusals within the programme.

6 MANAGEMENT OF ABSENCE

Quarter 1	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 - Long 4.32 - Short	299.92 - Long 125.15 - Short	47.42 - Long 79.31 - Short	91.00 - Long 200.50 - Short	68.15 - Long 26.50 - Short	0 - Long 22.60 - Short	606.23 - Long 358.64 - Short
Total days lost in qtr	4.32	425.07	126.73	291.50	94.65	22.60	964.87
Number of FTE's	16.02	204.66	60.34	100.09	58.13	26.05	465.29
Average Cumulative no of days lost per FTE	0.27 days	2.08 days	2.10 days	2.91 days	1.63 days	0.87 days	2.07 days

Quarter 2	Chief Exec & HR	Community Services	Finance	Housing Services	Legal & Sup Services	Reg & Planning	All Directorates
Sickness days lost	0 – Long 2.6 - Short	359.70 – Long 73.5 – Short	55.0 – Long 41.3 – Short	52 – Long 103.4 – Short	7.5 - Long 25.1 – Short	0 – Long 1.8 – Short	474.16 – Long 247.57 - Short
Total days lost in qtr	2.6	433.2	96.3	155.4	32.6	1.8	721.73
Number of FTE's	13.92	200.58	59.81	100.09	57.73	26.55	458.68
Average Cumulative no of days lost per FTE	0.50 days	4.28 days	3.73 days	4.46 days	2.20 days	0.92 days	3.68 days

Corporate Risk Register							
Risk Area	Inherent Risk			Control Measures	Residual Risk		
	Impact	Likelihood	Rating		Impact	Likelihood	Rating
Finance & Budget	4	4	16	Monthly management reviews are performed of actual against budgets and forecast to the end of the year. Monthly reporting and challenging at CLT, and reported to Cabinet quarterly Sound policies and procedures are in place. Planning for the Future has been documented and is reviewed regularly. Internal and External audit of systems and accounts.	4	1	4
Resource Capacity & Capability	4	4	16	Advance planning will mitigate this risk; however should it occur diverting resources from other services, bringing in additional resources from other sources (e.g. Agencies, Consultants, Voluntary/Community sector etc.) would be activated. Market conditions are tested through recruitment processes. The Council offers a package of additional benefits to enhance the recruitment offer. Linked to the above, the Council has developed innovative partnering relationships with other sectors including the private sector to make posts uniquely attractive. Best Employee Experience is a programme to attract and develop the right skills. It is a programme developing the talent within the staff resource through secondments and tailored development programmes.	2	2	4
Contract Management & Procurement	4	4	16	Corporate procurement staff and legal team to support where necessary on contract management. Policies and procedures are in place. Procurement Gateway Board oversees a procurement planning process. Training programme in place for staff.	3	2	6
Information Governance & Data Protection	4	4	16	Policies and procedures are in place. Corporate Governance is training is undertaken annually and includes information governance as appropriate to reflect changes in legislation. The	4	1	4

Corporate Risk Register							
Risk Area	Inherent Risk			Control Measures	Residual Risk		
	Impact	Likelihood	Rating		Impact	Likelihood	Rating
				Council has a dedicated SIRO. Corporate Governance Groups are in place to scrutinise impacts/issues arising.			
Emergency Planning & Business Continuity arrangements	4	4	16	Business continuity plans have been documented, policies and procedures are in place, initial continuity plans are in place to allow access to the service through alternative mechanisms (Hermitage Leisure Centre)	4	1	4
Effective IT Systems & Procedures	4	4	16	Fully resilient environment in place with no single points of failure for core systems, other critical systems use cold standby equipment. New business services are being run in remote fully resilient data centres and existing systems are being progressively migrated to these cloud computing centres. Data is backed up to a second disk unit at the council office and a third offsite at Hermitage Leisure Centre so there are multiple levels of protection. Improved business recovery arrangements have been implemented to minimise recovery time.	3	2	6
Project & Programme Management	4	4	16	Progress is shared with regularly with CLT, experienced PRINCE 2 staff, transformation programme is continually reassessing its objectives	3	2	6
Governance, Policies & Procedures	4	4	16	Policies & procedures in place, governance processes are documented and in operation, ongoing assessments and reviews are performed.	4	1	4